

EXECUTIVE SUMMARY

In order to address housing and human service issues that face the Indianapolis community, the City of Indianapolis receives federal grant funding from the United States Department of Housing and Urban Development (HUD). As part of the application process for these grants, the City must produce a Consolidated Plan, a five-year strategic overview of the community's current needs and specific actions for addressing these needs.

At the close of each program year, the City completes a Consolidated Annual Performance and Evaluation Report (CAPER) designed to summarize those activities undertaken by the City to meet the objectives set out in the Consolidated Plan. In 2001, the City began work on the second year of its 2000-2004 Consolidated Plan.

Four federal entitlement grants make up the bulk of the funding that supports the activities detailed in this report: the Community Development Block Grant (CDBG) Program, the HOME Investments Partnership (HOME) Program, the Emergency Shelter Grant (ESG) Program, and the Housing Opportunities for Persons with AIDS (HOPWA) Program. The Supportive Housing Program (SHP) is a competitive federal grant program that is also used by the City, particularly to combat homelessness. All together, the City received over \$20 million in HUD funding through these various grant programs.

Activities

The activities undertaken by the City with these federal dollars address the two main themes of the Consolidated Plan: Building Strong Neighborhoods and Family Self-Sufficiency.

Building Strong Neighborhoods

The primary goals associated with Building Strong Neighborhoods include preserving and increasing homeownership, increasing the supply of rental housing for low income residents, eliminating unsafe buildings and areas, and supporting development and neighborhood empowerment. The City used CDBG and HOME funds to acquire and rehabilitate housing, and to make owner-occupied repairs to existing homes. The City exceeded its goals by funding over 403 owner-occupied repairs and provided over 150 homeownership opportunities through acquisition and rehabilitation, new construction and homebuyer assistance. In 2001, more than \$1.9 million was invested in increasing the supply of rental housing for low income residents. 313 new low-income rental units were produced in 2001, easily exceeding the goal of 100. The 2001 goal of improving, demolishing, and securing unsafe buildings was nearly met. The goal was to address 3,400 structures, and 3,269 were addressed, but another 4,000 orders are currently being executed. Work began on key sites throughout the city designed to stimulate job creation and support inner-city economic development. In an effort to build the capacity of neighborhoods and empower its citizens, the City funded Neighborhood Coordinators for nine of the city's most challenged neighborhoods in 2001.

Family Self Sufficiency

The primary strategies aimed at achieving Family Self Sufficiency included assisting organizations in providing supportive services for youths and seniors and providing employment training and other related services with CDBG funds. Providing operating assistance for homeless shelters and short-term rent and utility assistance to prevent homelessness with ESG, HOPWA, and SHP funds. Rehabilitating multi-family housing, and providing gap financing for low-income tax credit projects with HOME funding. In 2001, 8,005 seniors, youth, and individuals seeking employment training were assisted with CDBG funds. The City supported special needs housing and services by providing over 12,000 services to individuals with special needs, the homeless, and people living with HIV/AIDS through the ESG, HOPWA, and SHP grants. Other special needs projects include the Julian Center, a new facility to house women and children who are victims of domestic violence; Independent Residential Living, twelve single room occupancy units for persons with physical disabilities; and Mozingo Place, 22 permanent housing units for homeless individuals who are mentally ill.

Geographic Distribution

The activities carried out by the City to build neighborhoods and strengthen families primarily targeted our most challenged neighborhoods:

The Home Ownership Zone

2001 was the fourth year of this initiative in the King Park area of the near north side. 119 units were sold in 2001, and currently, 50 families are on a waiting list for homes. Phases 2 and 3 will be combined due to the success of the program and the project is now on line to be finished a year ahead of schedule.

Keystone Enterprise Park

Acquisition and relocation efforts continued in 2001 in this program in the Martindale Brightwood neighborhood designed to renovate a blighted area of the city to develop an Industrial Park. \$2.3 million were invested in this project in 2001. Accomplishments include the acquisition of 64 parcels, demolition of 34 structures, relocation of 26 families, and 39 acres of unhealthy trees and vegetation were removed.

Weed and Seed

In 2001, the former Neighborhood Empowerment Initiative (NEI) began its evolution into Weed and Seed sites. Weed and Seed sites, designated by the Department of Justice, are federally funded sites designed to enhance community partnerships in their efforts to reduce crime, revitalize neighborhoods and offer safe havens for children. The metamorphosis of the NEIs into Weed and Seed sites was a natural progression as these neighborhoods expanded their reach deeper into the needs of their communities. Weed and Seed allows communities to have a streamlined approach to improving their neighborhoods and creating economic development. The eight umbrella associations used CDBG funds to participate in community events, coordinate neighborhood interests and spark economic development.

Community Development Corporations

Local community development corporations (CDCs) carried out most of the activities designed to improve housing. These non-profit corporations are community based, with a defined geographic service or catchment areas. Several other housing organizations serve low and moderate income residents county-wide, including Community Action of Greater Indianapolis (CAGI) and CICOA: the Access Network. Most of the human services, while based in Center Township are available to citizens countywide.

CITIZEN PARTICITPATION

In accordance with the requirements of the Citizen Participation Plan, the City published a notice in the Indianapolis Star and The Indianapolis Recorder indicating that the CAPER was available at the City-County Building and the Central Public Library. No public comment was received.

ASSESSMENT OF FIVE-YEAR AND ONE-YEAR GOALS

The 2000-2004 Consolidated Plan includes nine goals to address the City's housing and community development needs. In addition to these five-year benchmarks, the City sets annual goals in the Annual Action Plan to address the same needs. Table A summarizes these goals and strategies, and illustrates the progress that has been made towards each goal. The final column in this chart represents the percent of the five year goal that has been met to date, and therefore includes accomplishments for the years 2000 and 2001.

The first goal identified in the Consolidated Plan is to preserve homeownership by rehabilitating owner-occupied units and refinancing mortgages for individuals at risk of homelessness. In 2001, the City invested more than \$2.8 million in homeownership preservation and exceeded the annual goal by 11 percent. In 2000 and 2001, combined, 865 owner-occupied units were repaired and 11 mortgages were refinanced, therefore, the City has achieved 43% of the five-year goal to preserve 2,020 homeownership units. At this time, it is anticipated that the City will exceed this goal.

The second goal identified in the Consolidated Plan is to create 700 new homeownership opportunities in five years. To date, the City has achieved 40% of this five-year goal by acquiring and rehabilitating 48 units, building 34 new houses, and providing direct homeownership assistance to 199 low-income homebuyers. In 2001 the City was short by only 18 to meet it's goal to create 166 homeownership opportunities. The shortfall occurred because three organizations forfeited their grant awards due to the following reasons: one organization went out of business and two organizations did not comply with federal requirements. However, the City is on track to meet and possibly exceed the five-year goal.

The third goal is to increase the supply of rental housing units affordable to families earning between 51 and 80 percent of the area median family income. In 2001, the City invested nearly \$2.2 million to complete 313 affordable rental units. Of the 313 units, 150 were developed for families earning between 51 and 80 percent of the area median family income. As indicated in Table A, the City exceeded the annual goal for 2001 and has achieved 51 percent of the five-year goal to create 700 rental units affordable to the population mentioned above.

The forth goal identified in the Consolidated Plan is to eliminate unsafe buildings and sites by improving, demolishing or securing unsafe buildings. In 2001, 4,452 orders were issued by the Marion County Health and Hospital Corporation to board, demolish, or rehabilitate vacant and unsafe structures in Marion County. A total of 3,269 units were actually addressed; 2,294 units were secured by being boarded, 496 units were demolished and 479 units were repaired. To date, 44 percent of the five-year goal has been met.

The fifth goal in the Consolidated Plan is to support capital and enterprise development. In 2001, the City spent \$320,000 of CDBG funds and more than \$2 million of Section 108 funds on the Keystone Enterprise Park project. The City has projected that this development will create approximately 600 jobs when it is completed. CDBG and Section 108 funds were spent on acquisition, relocation, and predevelopment activities in 2001. Other capital and enterprise development activities include commercial projects in the Southeast and Mapleton Fall Creek neighborhoods and creation of jobs through the City's tax abatement program. In 2001, a total of 7,856 jobs were created in Center Township alone. Of these jobs, 188 were located within the Indianapolis Neighborhood Revitalization Strategy Area.

The sixth goal identified in the Consolidated Plan is to Support Neighborhood Empowerment. The City allocated approximately \$360,000 to support neighborhood empowerment in 2001. These funds were used to assist in providing Neighborhood Coordinators for eight of the City's most challenged neighborhoods and to support projects that include training neighborhood residents in various capacity building efforts and providing outreach to the Hispanic population. The City developed a draft set of standards and each of the eight neighborhood organizations was evaluated. In 2001, the City determined that the goals and outcomes of the Neighborhood Coordinators were in line with the City's Weed-and-Seed Initiative, and worked diligently to coordinate these efforts. In 2002, these programs will be streamlined and neighborhoods will be working towards their goals in a more efficient manner. Due to this collaboration, the five-year goals will be amended in 2002.

The seventh and eighth goals in the Consolidated Plan are to promote family self-sufficiency by aiding supportive service activities and supporting special needs housing. In 2001, 2,180 seniors were assisted, 2,370 youth participated in various CDBG funded activities, and 551 individuals received employment training or were placed in jobs. The City supported special needs housing with ESG and HOPWA funds and 13,267 units of service were provided to people who were homeless or living with HIV/AIDS. In addition to ESG and HOPWA funding, \$250,000 of HOME funds and \$350,000 of CDBG funds were awarded to Partners in Housing Development Corporation to develop Mozingo Place. Mozingo Place consists of 22 units of permanent housing for homeless individuals who are mentally ill, and at least two units will be set aside for persons with HIV/AIDS.

The ninth goal identified in the Consolidated Plan is to increase the supply of rental housing units affordable to families earning less than 50 percent of the area median family income. As stated earlier, the City invested nearly \$2.2 million to complete 313 affordable rental units in 2001. Of the 313 units, 163 were developed for families earning less than 50 percent of the area median family income. To date, the City has only achieved 15 percent of the five-year goal to create 1,558 rental units for this population. The City will continue to work towards this goal over the next three years.

Table A

GOAL	STRATEGY	2001 GOAL	2001 ACTUAL	5 YEAR GOAL	% OF 5 YEAR GOAL MET
Preserve Homeownership	<ul style="list-style-type: none"> Rehabilitate owner occupied homes Refinance mortgages for individuals at risk of homelessness 	359 3	403 3	2,020	43%
Increase Homeownership	<ul style="list-style-type: none"> Acquired and rehab units for sale Create new units for sale Provide direct homeownership assistance 	38 15 113	20 24 104	700	40%
Increase Supply of Rental Housing for 51-80% of MFI	<ul style="list-style-type: none"> Rehabilitate rental housing units Provide gap financing for low-income housing tax credit projects 	100	150	342	51%
Eliminate Unsafe Buildings and Sites	<ul style="list-style-type: none"> Improve, demolish, or secure unsafe buildings Test and abate lead-based paint 	3,400	3,269	15,020	44%
Support Capital and Enterprise Development	<ul style="list-style-type: none"> Support economic development initiatives 	75 jobs	188	610	40%
Support Neighborhood Empowerment	<ul style="list-style-type: none"> Provide capacity building assistance to neighborhood organizations in targeted area 	9	9	80% of targeted organizations will meet standards	Met annual goal
Aid Supportive Service Activities	<ul style="list-style-type: none"> Assist organizations providing senior, youth, employment and other supportive services 	5,100 people	8,005 people	26,200	75%
Support Special Needs Housing	<ul style="list-style-type: none"> Provide operating and rehabilitation assistance for homeless facilities Provide short-term rent and utility assistance 	9,331 people 750 people	12,139* people 1,128* people	9,095	277%
Increase Supply of Rental Housing for 0-50% of MFI	<ul style="list-style-type: none"> Rehabilitate rental housing units Provide gap financing for low-income housing tax credit projects 	No annual goal set	163	1,558	15%

*This number reflects duplicated people. The City is working with CHIP to develop a system that will track unduplicated people, but also tracks number of services provided.

HOUSING ISSUES

Affordable Housing

Affordable housing continued to be a top priority for the use of CDBG and HOME funds in 2001. By investing in the construction of new housing and the rehabilitation of units for homeownership and rental property, the City was able to increase the overall availability of affordable housing in the community.

In 2001, The City established a number of benchmarks as a method of tracking progress throughout the year. One such benchmark was to construct a total of 15 new homes. In the reporting period, 24 new affordable homeownership units were created. The City was also able to provide down payment assistance to 104 families making homes more affordable to low and moderate income homebuyers. Additionally, 423 affordable units were maintained through rehabilitation and homeowner repair initiatives. The City also invested over \$2 million to construct or rehabilitate 313 affordable rental units.

A challenge to maintaining affordable housing in the Indianapolis community has been the potential loss of project-based Section 8 housing units. As contracts for these units, which are subsidized by the federal government in order to maintain affordability, expire over the next three years, the City risks losing many project-based units. Because the rents for many of these properties are set higher than market levels, it is likely that the units will no longer be affordable without the Section 8 subsidy. To prevent this potential loss of affordable rental housing, HUD created the Mark-to-Market Program and designated the City of Indianapolis as the Participating Administrative Entity (PAE) for projects in the Mark-to-Market program located in Marion County. As the PAE, the City and its Teaming Partners will assist property owners to reduce rents to market levels and restructure existing debt that is supportable by these rents. In 2001, through the Mark-to-Market Program, the City assisted property owners reduce the rents of 613 units.

Public Housing Initiatives

The City and the Indianapolis Housing Agency continue to work together to address affordable housing issues in Indianapolis. Specifically, the City participated in the development of the Marion County Center for Housing Opportunities, which is operated by the Indianapolis Housing Agency and provides an array of housing services to public housing residents and other low-income individuals seeking assistance. In 2001, IHA received \$60,000 of HOME and CDBG funds to provide fair housing counseling and education through the Marion County Center for Housing Opportunities.

Other efforts to improve public housing resident initiatives include legal assistance and youth programs. In 2001, the City awarded CDBG funds to the Community Organizations Legal Assistance Program, which provided pro bono legal services to resident councils of

Indianapolis Housing Agency communities. Additionally, \$50,000 of CDBG funds were awarded to the Indianapolis Housing Agency to provide computer training and tutoring to youth living in public housing.

Actions Taken to Affirmatively Further Fair Housing

In 2001, The City of Indianapolis released a Request for Qualifications to select a consultant to assist the City in conducting an Analysis of Impediments to Fair Housing Choice. The City's current Analysis was last revised in November of 1998, and therefore, needs to be updated with current data and housing trends, new City policies, and new recommendations to overcome identified impediments to fair housing.

The City has selected BBC Research & Consulting to assist with the Analysis of Impediments to Fair Housing. This firm has extensive experience in conducting housing studies, including fair housing assessments, for states and cities. BBC has served more than 4,000 public entities and businesses throughout the country. This firm is also familiar with housing research in Indiana and the tasks entailed in the Analysis of Impediments to Fair Housing, as they are the firm that does this same work for the State of Indiana. It is anticipated that this new document will be completed in July of 2002.

The City of Indianapolis' current Analysis identifies impediments to fair housing choice, discusses positive practices in fair housing and details the goals and recommendations to overcome the identified impediments that are within the local unit of government's control to influence. Specifically, it identifies the following impediments to fair housing choice: poor credit history of loan applicants, the City's planning and zoning process, location of support services, and a decreased number of project-based Section 8 units. Each of these impediments is described briefly below.

Poor Credit History

The Home Mortgage Disclosure Act data documents lending activities of mortgage companies and banks in a given year. This data indicates that poor credit history is the greatest barrier to securing a home mortgage loan for loan applicants regardless of race. For minority and non-minority applicants of government-assisted loans, as income increases, the percentage of applicants denied for credit problems increases.

Planning and Zoning Process

Developing land use plans and rezoning are public processes that are lead by neighborhood and comprehensive planners and includes neighborhood groups and resident participation. It is sometimes difficult to convince the public of the rationale need for higher density housing in their neighborhood. There are examples of communities in Indianapolis that have chosen to maintain a very low-density residential development. Should a land use plan include higher density housing, there is no guarantee that such development will occur. Many times such development requires a zoning change, which is also a public process. Public boards

make all decisions regarding zoning changes such as the Zoning Board and the Metropolitan Development Commission (MDC). The public is invited to MDC hearings to provide comments and opinions on any given zoning request. The MDC makes decisions on a case by case basis depending upon the merits of the case.

Support Services

The Social Asset and Vulnerability Indicator, a local database, contains the locations of several relevant services that can impact the quality of life in a neighborhood. This information indicates that most of these services are located in Center Township. A potential developer may question the marketability and appropriateness of affordable housing for low-income families outside of Center Township.

Project-based Section 8 Housing

In 1997, HUD announced an initiative to address poorly maintained, substandard project-based Section 8 housing, which has led to the closing of some affordable rental units in Indianapolis. In addition to this initiative, there are several project-based Section 8 contracts that have expired or will soon expire. This could also reduce Indianapolis' project-based Section 8 inventory. Since the number of units is decreasing, housing choice in Indianapolis is also decreasing.

Table B, on the following page, includes the proactive statements, goals, and objectives from the analysis as well as actions taken in 2001 to work towards minimizing the impediments to fair housing choice.

Table B

STATEMENT	GOAL	ACTIONS TAKEN IN 2001
Fair housing choice will be expanded when the community, public, and private sectors agree on an approach to improve the quality of life in Center Township.	Affect long-standing, institutionalized systems, like the public housing system, school system and decentralized banking systems through planning.	<ul style="list-style-type: none"> For a third year, the City has maintained homeownership by participating in the Home Repair Collaborative, which includes the collaboration of fourteen organizations to effectively and strategically provide repairs and other services to existing homeowners. The City is the Participating Administrative Entity for the Mark-to-Market Program. In 2001, the City completed four restructuring plans, which, potentially, could retain 615 affordable rental units.
Education and information in reference to fair housing provisions are crucial to the elimination of discriminatory practices.	Publish and distribute fair housing information to housing providers and consumers.	<ul style="list-style-type: none"> The City staffed a booth at the Indianapolis Housing Conference sponsored by INHP and Fannie Mae and the Indiana Black Expo to distribute information regarding fair housing and city-funded housing projects. The City granted \$60,000 to the Indianapolis Housing Agency to promote fair housing initiatives.
Interagency planning and coordination of fair housing initiatives could result in a more effective service delivery and creative approaches to fair housing programs.	Meet regularly with public and private housing service providers with specific agenda of ensuring fair housing choice.	<ul style="list-style-type: none"> In 2000, the Mayor formed a housing task force to address housing issues in Indianapolis. This task force completed recommendations in 2001. The City participated in the development of a Housing Trust Fund with other housing service providers.
Continuing research regarding the City's regulatory and financial structure is needed to aid program development.	Research and recommend enhancements to existing programs and development of new programs affecting affordable housing production/fair housing choice.	<ul style="list-style-type: none"> The City granted \$350,000 to the Indianapolis Neighborhood Housing Partnership to provide downpayment assistance and direct homebuyer subsidies to low/moderate income families purchasing homes in Marion County.

Actions Taken to Eliminate Barriers to Affordable Housing

The City of Indianapolis undertook several major efforts to eliminate the barriers to affordable housing. In 2001, the city invested \$60,000 of HOME and CDBG funds in the Marion County Center for Housing Opportunity (MCCHO). The program was created in 2000 to promote freedom of choice and quality in housing opportunities for all persons. Additionally, MCCHO helps to affirmatively market fair housing throughout the community through education. In 2001, MCCHO facilitated a fair housing task force, conducted outreach efforts in the community, including Section 8 recipients, persons with HIV/AIDS and area landlords. MCCHO's educational efforts have been highly effective and have been funded again in 2002.

The City also took a large step towards eliminating barriers to affordable housing by convening the Mayor's Housing Task Force. The Task Force was comprised of three groups: Affordable Housing, Home Ownership and Homelessness and identified barriers specific to each housing category. The group reviewed the recommendations of the 1998 Mayor's Housing Task Force, as well as evaluating the past progress. The bullets below highlight the recommendations from the Mayor's Housing Task Force:

2001 Mayor's Housing Task Force Recommendations

- Provide Tenant Based Rental Assistance to persons at risk of homelessness.
- Create a Landlord Registry to identify problematic landlords or vacant property.
- Increase the training provided to Homeowners/Landlords/Tenants regarding maintenance and code enforcement.
- Explore the possibility of creating Housing Resource Centers modeled after the Minneapolis, Minnesota program.
- Increase the number of neighborhoods with Homeownership opportunities, including single and multi-family housing products
- Continue to increase the available supply of units for homeownership through acquisition/rehabilitation, new construction and homebuyer subsidies
- Create a Blueprint to end Homelessness, a collaborative effort of local homeless service providers, government officials, and neighborhood associations, that will address strategies for improving communication, increasing the supply of housing, and enhancing effectiveness of current services and linking organizations.

The Housing Task Force allowed multiple stakeholders to come together and address the current problems, as well as evaluate past progress. The increased communication and continual improvements made to service delivery and housing efforts help to eliminate the barriers that persons face in obtaining safe, sanitary and affordable housing. The City will continue to research Best Practices and evaluate current policies to eliminate as many barriers to Indianapolis residents as possible.

SPECIAL NEEDS

Homeless

The Continuum of Care plan is a coordinated approach to address the physical, economic, and social needs of the homeless population through the provisions of emergency shelter, transitional and permanent housing, and supportive services. The development of this plan warrants a thorough examination of the needs presented in this community and the services available to meet those needs.

In 2001, Community Development and Financial Services engaged in a partnership with the Coalition for Homelessness Intervention and Prevention (CHIP) for the fourth year. The City and CHIP conducted several focus groups throughout the year to receive input from homeless service providers and members of the Indianapolis community on how they thought the homeless population could be better served. CHIP also met with consumers to seek their input on what services they felt needed to be more readily available to them and what needs were being sufficiently met. A gaps analysis was also completed to assess where the biggest gaps in services were. All the information received through the focus groups and gaps analysis was compiled and presented to the community during the Homeless Summit sponsored by CHIP and the City. Also, at the summit, members of the community, service providers and consumers were asked to establish the priorities for the needs of the homeless population. These priorities were then used to help create the priority ranking of the Continuum of Care Application. Once the SuperNOFA was released the City printed a Request for Proposals in the Indianapolis Star and Recorder. The City and CHIP then established a Review Committee to discuss and make funding recommendations to HUD for the Continuum of Care application.

The City was awarded \$3.8 million dollars in Continuum of Care funding for 2001. This funding was used to assist 15 projects, which provided both transitional, and permanent housing, supportive services and operations costs for the homeless families and individuals in Marion County. Many of these organizations assist homeless individuals who have other barriers to self-sufficiency, such as addictions and mental illness. Several of the projects awarded money through the Continuum of Care provide supportive services including, but not limited to, job training, substance abuse treatment, childcare, GED and other education assistance programs and mental health counseling.

Under-served Needs

The 2000-2004 Consolidated Plan identifies the following populations as under-served: elderly, persons with HIV/AIDS, physically disabled, mentally ill, developmentally disabled, and those with alcohol and/or drug addictions.

The City invested approximately \$2.4 million to assist low/moderate income homeowners with repairs to their homes in 2001. 68% of homeowners assisted in 2001 were elderly.

Many elderly homeowners live on fixed-incomes that do not allow them to properly maintain their homes. In addition to providing seniors with housing repairs, the City allocated \$375,000, or 25% of the public service budget, in CDBG funds to local organizations to provide senior services including; senior employment, transportation, social activities, financial management assistance, and health services.

HOPWA funds were awarded to the Damien Center, Salvation Army, The Indianapolis Urban League, and Partners in Housing Development Corporation to provide housing and support services to persons diagnosed with HIV/AIDS totaling \$654,000. In 2001, 913 people with HIV/AIDS received housing and supportive services such as tenant-based rental assistance, project-based rental assistance, resources identification, and case management. Additionally, \$250,000 in HOME funds and \$350,000 in CDBG funds were awarded to Partners in Housing for their Mazingo Place project which will assist a variety of under-served needs clients, including HIV/AIDS survivors, the physically and developmentally disabled, the mentally ill, and homeless individuals.

The City also granted \$380,000 in HOME funding to Independent Residential Living Development (IRL) to provide 12 single room occupancy units for physically disabled individuals in a continuing project involving rehab and new construction. This project is located on the south side of Indianapolis and will be a mixed-income development.

Another primary service point for people with under-served needs are the HUD-McKinney Grant Programs, including the Emergency Shelter Grant (ESG), and the Continuum of Care and Supportive Housing Grant Program (SHP). Approximately \$500,000 in City ESG funds were awarded to projects that impact the city's homeless population, many of whom have a variety of under-served needs. Specifically, funds were awarded to the Salvation Army Harbor Light program for substance abuse treatment, Horizon House and the Salvation Army Daycenter for drop-in day services including mental health treatment, and several homeless shelters, which provide temporary housing and case management services to many under-served needs individuals and families. The SHP program funded many programs that directly effect the under-served needs population. Pathways to Recovery and Hoosier Veterans provided direct substance abuse treatment and counseling; four programs run by Adult and Child Mental Health provided either permanent or transitional housing and supportive services to the chronically mentally ill; Midtown Mental Health administered four projects that provided housing and services to the chronically mentally ill mothers with chronic substance abuse; and the Homeless Initiative Program provided much-needed case management and supportive services to the mentally ill and the physically disabled. Other activities provided by the SHP program and the Continuum of Care are detailed in the Homelessness section of this report.

Anti-Poverty Strategy

A primary goal of almost all of the City funded human services programs is to move individuals and families out of the cycle of poverty, and into an environment where they are

better able to care for themselves and to take control of their own futures. The foundation for building this self-sufficiency is addressing the most basic needs of the individual or family first. Programs receiving ESG funds like the Dayspring Center work to move families out of homelessness and a shelter environment into permanent housing situations. Currently, the Dayspring Center is following up on over 45 families that have transitioned into their own housing, and is providing assistance and counseling to ensure that these families maintain their progress. Westside Community Development Corporation's Families in Transition program, which receives over \$200,000 in both SHP and HOME funds helps to provide not only housing assistance, but basic living skills, job training, and support services to families making the jump from helplessness to hope.

The next step is empowering families and individuals by increasing their skills. With the City's economy changing rapidly, the need for job training is very important. Organizations like Community Centers of Indianapolis (CCI) run job training programs that are funded with CDBG dollars. CCI's Family Stabilization program was able to provide continuing intensive job training with \$500,000 in CDBG funds. Over all, 8,005 people received CDBG services, with 551 receiving job training and employment services. Other programs, like the Holy Family Shelter offer daily living skills training, which help families learn to budget their money and take care of basic daily needs. Domestic Violence shelters, like Coburn Place and the Julian Center help women build confidence and skills they need to move out of dependency and into independence with ESG and SHP dollars.

There are many common barriers to employment that can keep a family locked in poverty. Two of the simplest and most pervasive are affordable child care for working mothers and single parents, and basic transportation to and from the workplace. The City is addressing these two issues through its ESG funded programs. The Homeless Initiative Program provides a Child Care Coordinator for homeless and very low-income families to get children into good quality childcare, and to help defer the costs with over \$100,000 in SHP funds. Many of the domestic violence shelters such as Quest for Excellence's WINGS program, and the Julian Center provide childcare or childcare assistance to their clients so that they can begin to establish themselves financially. ESG dollars also provide free bus tickets for homeless individuals to provide needed transportation to and from interviews and the workplace.

Many individuals and families have extra challenges in their efforts to move into independence. Helping to support this effort to move out of poverty are programs like Midtown Mental Health and Pathway to Recovery that address the crippling effects of mental illness and addiction that can very quickly destroy a person's ability to support oneself. Both of these programs received SHP dollars through the City, and helped more than 200 individuals in 2001.

INSTITUTIONAL STRUCTURE AND COORDINATION

Gaps in Institutional Structure

Each year, the City seeks to improve itself and 2001 was no exception. Our largest accomplishment in the area of improving coordination and bridging gaps was a result of revising the City Grant Policies and Procedures. The Policies were revised in 2001, and the result is the most thorough, user friendly policies manual to date. Revisions to the Policies include an expanded lead based paint section, a clearer definition of homeowner repair, a more thorough environmental review process and a clearer description of the bidding/procurement process.

Another action the City took to overcome gaps in institutional structure, as well as enhancing coordination was the redevelopment of the online quarterly report. This report had been released in 2000, but unfortunately proved ineffective and did not meet the needs of the City and the Project Sponsors. An entirely new report has been designed with the emphasis being a management tool for Project Sponsors. The online tool includes financial record keeping, unit progress tracking and advanced reporting for both the City and the Project Sponsors.

Coordination

To deliver quality entitlement programs that meet the needs of the citizens and comply with Federal regulations, the Division of Community Development and Financial Services, requires performance-based contracts. In addition, thorough and year round monitoring of organizations ensures that the City is in compliance with program requirements.

To ensure program compliance, the City has created grant management teams. Teams are comprised of a grant manager, grant analyst and program coordinator(s). The grant manager of each team ensures compliance with the federal regulations, state and local laws, and city policies. The manager is a liaison to the Project Sponsor and community. The grant analyst tracks expenditures of funds, draws funds from IDIS and completes all financial reporting requirements. The Program Coordinator(s) ensures that all expenses are eligible and monitors each Project Sponsor. The various team roles allow the City to comprehensively administer programs to a wide variety of organizations.

The monitoring and evaluation of City of Indianapolis Project Sponsors is a year long process. Claims submitted for reimbursement are checked for accuracy and eligibility under the grant regulations. In addition, claims must provide documentation that clearly verifies the expense being claimed. Interaction with the Project Sponsors in the day to day operations is also a component of our monitoring process. When project sponsors are repeatedly experiencing difficulty with required elements of our grant program, the City recognizes that assistance needs to be provided to that organization. As such, the City provides one on one technical assistance and training throughout the year. Training is also offered as policies and regulations are created or modified that will impact the organizations receiving grant funds. Finally, a yearly site visit is the formal part of our monitoring process. The grant management

teams thoroughly examine all aspects of a program including the organizational, programmatic, compliance and fiscal areas. A post-monitoring letter is provided to both the Executive Director and the President of the organization. This letter details and findings or concerns, and includes a required action date. This letter also offers suggestions for improvement, as well as praise for quality performance.

A minimum of 15 percent of the HOME grant awarded to the City is set aside for use by Community Housing Development Organizations (CHDOs) producing low- and moderate-income housing. CHDO projects include new construction, acquisition, and rehabilitation of vacant structures, as well as provide direct homeowner assistance. As such, the City places a high priority on ensuring compliance with CHDO funded organizations. Monitoring HOME-assisted projects sponsored by CHDOs promotes high quality services and ensures compliance with regulatory or statutory requirements and, in addition, identifies any non-regulatory deficiencies in performance. The monitoring strategy involves review of organizational, procedural, programmatic, service, compliance, and fiscal areas of CHDO housing projects. The certification/recertification process includes review of the legal and financial status of the CHDO, the capacity and organizational structure, and the partnerships/relationships with for-profit entities.

Lead-Based Paint Hazard Control

In 2000, the Department of Housing and Urban Development (HUD) made significant changes to its lead-based paint regulations. The goal of these changes was to improve the health and welfare of children living in federally assisted housing. As the primary conduit between the federal government and the community organizations that carry out low-income housing projects, the City began to gather information and to formulate a plan to ensure that the effect of these new regulations would have a limited financial impact on these organizations and their projects.

In 2001, the City continued to build the basis for a new infrastructure of trained inspectors and workers by paying for employees of the community organizations to attend specific training, and by contracting with a licensed lead-based paint inspector to provide consultation to the City's project sponsors. Currently, the City is actively communicating with the project sponsors and the lead-based paint inspectors to evolve a program of best practices that is both workable, affordable, and in keeping with the goal of the federal regulations, that of ensuring the safety of children. Specific funding was set aside in 2001 to address the increased expenses that occurred in rehab projects as a result of the new Lead-Based Paint guidelines.

In 2001, the City submitted an application to HUD for the Lead-Based Paint Hazard Reduction Grant, in partnership with the Indianapolis Housing Agency, Marion County Health & Hospital Corporation, and local CDCs to set up a separate project to address the most serious Lead-Based Paint problems in the city's older housing stock that is being renovated for low-income housing. The application in 2001 was unsuccessful, but the City will apply again in 2002, using the same partnerships, and hopes to secure new funding. Funding will also soon become available to help CDC's pay for LBP Clearance inspections.

Leveraging Resources

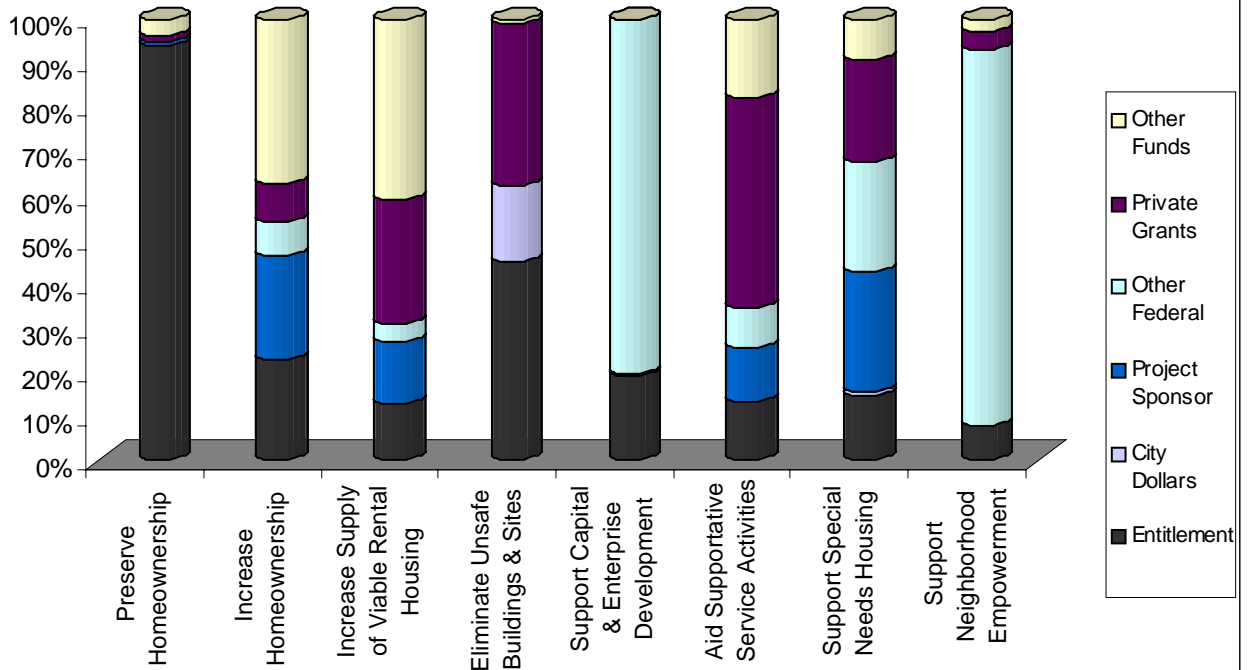
In the 2001 Fiscal Year, the City of Indianapolis partnered with many community organizations to fund affordable housing, homeless prevention and supportive service projects. The City, as a funding agency, tries to fund “gaps” in applicants’ projects, rather than fund the majority of a project or program. This policy has allowed for the City to maximize the amount of housing and services provided, using the grant dollars that are received from the U.S. Department of Housing and Urban Development.

Since 1997, the City has invested HOME funds in projects that are also seeking Low Income Housing Tax Credits through the Indiana Housing Finance Authority. The Low Income Housing Tax Credit (LIHTC) Program is a rental housing subsidy program where the owner is allowed to take a credit against federal income taxes over a 10-year period as long as the property is operated as affordable rental housing for a minimum of 30 years. Some projects completed in the year 2001 include the MartindaleBrightwood In-Fill II, Southside Partners II, Edgewood Apartments and the Davlan Building. Together, these projects created 46 units of affordable rental housing.

The Indiana Housing Finance Authority also funds shelters and other emergency housing through an Emergency Shelter Grant from HUD. Combined with Emergency Shelter funds (ESG) from the City, the two organizations are able to help fund essential services, homelessness prevention programs and operational assistance for Indianapolis shelters. Combined with the United Way, as a major third funding partner, emergency housing organizations can also provide meals and other food needs, rent or mortgage assistance, and utility payment assistance. By blending funding, homeless service providers are able to assist clients with an array of services to meet any needs that they may have.

In addition to matching HOME and ESG funds with other funds, each year, the City of Indianapolis matches Community Development Block Grant (CDBG) dollars with several other community partners. These partners, which include, but are not limited to, the Indianapolis Foundation, the Lilly Endowment, the Hoover Foundation, the Ackerman Foundations, the Annie E. Casey Fund, the Clowes Fund, the Chrystal Dehann Fund, the Public Library Fund, the Irwin Foundation, the Moore Foundation, the Nina Mason Pullium Charitable Trust and the Women’s Fund, combine their resources to support summer youth programs. These one to two month programs are offered to youth up to age 18. A variety of programs are offered from employment training and educational programs, to art programs and day camps. In 2001, the City primarily funded educational programs and programs that would bring art and theatre to disadvantaged youth.

While these partnerships are most significant, the fiscal partners of the City of Indianapolis include more than the ones mentioned above. Many project sponsors who receive City funding utilized funds from other organizations, including their own funds. The chart below shows the amount of funding from other sources used in collaboration with City grant dollars towards each of the goals for the 2000-2004 Consolidated Plan.



SPECIAL URBAN INITIATIVES

Homeownership Zone

The Homeownership Zone, one of six homeownership zone projects across the country awarded to the City of Indianapolis by the Department of Housing and Urban Development (HUD) continued its steady progress through 2001.

The project, now called Fall Creek Place, consists of rehabilitating and constructing 322 housing units. Fifty-one percent of the housing units will be available to homebuyers with incomes at or below 80% of the area median family income. The remaining housing units will be available to families of any income level. Upon completion, this neighborhood will provide a mix of retail/commercial, housing and green spaces all within walking distance of one another.

In July of 2001, the City of Indianapolis first broke ground at a new green space within Fall Creek Place. This park spurred the development of North Pennsylvania Street, including many model homes, several rehabilitated homes, and a newly constructed home, sponsored by the Marion County Public Library.

In addition to the number of homes purchased, rehabilitated and constructed, the City has also secured a ten million-dollar bond note for infrastructure development. New sidewalks and curbs were installed with the bond funding, as well as sewer improvements.

On November 17, 2001, an open house for the new welcome center and model homes was held to invite the community to see the reshaping of a neighborhood. The open house success led to the selling of 119 lots or units to be built or rehabilitated, and created a 50 family waiting list for Phase II and Phase III of the Fall Creek Place development. Phase I is nearing completion as the City prepares for Phase II and Phase III. The next year of Fall Creek Place proves to be promising after the incredibly successful year of 2001.

Keystone Enterprise Park

Economic development continues to be a focus for the City of Indianapolis. Especially during the recent recession, the City continues to work towards creating more entry-level jobs, with tracts to management and executive positions. The Keystone Enterprise Park site is on 86 acres of blighted land and deteriorated structures. The completion of the park will increase needed employment opportunities and develop a climate for business in a disadvantaged community.

In 2001, the City of Indianapolis invested \$320,000 of Community Development Block funds and over \$2 million dollars of a Section 108 Loan from the Department of Housing and Urban Development in the Keystone Enterprise Park. A total of 64 new parcels were acquired, and 26 families were relocated to safer living environments according to the Uniform Relocation Act. 34 newly acquired units were demolished. Phase II and Phase III site assessments were conducted on 78 acres of land and 39 acres of unhealthy and diseased trees were removed and grubbed. When completed, the Keystone Enterprise Park will bring an excess of 600 new jobs to the area.

Indianapolis, Indiana Enterprise Community

Strategic Vision for Change

The Indianapolis Enterprise Community is comprised of a cluster of economically sustainable neighborhoods that draw strength from residents and businesses. These neighborhoods are characterized by the significant number of residents that have an opportunity to work in Enterprise Community businesses at incomes that can support a family; a skilled and trained labor force; active neighborhood organizations; racial diversity; affordable homes; well kept streets and businesses; viable small businesses; and safety and security.

Community Based Partnership

In 2001, community partnerships have increased due in large part to the revising of our Technical Assistance Voucher Program. Initially the program was ran by the Indianapolis Regional Small Business Development Center (IRSBDC) out of Indiana University. Their approach to the program was to contract with four subcontractors to provide technical assistance in the areas of legal, accounting, business plan development, and marketing. IRSBDC closed their doors at the end of the year 2000, and therefore, this program was moved to the Indianapolis Urban Enterprise Association (IUEA). Their strategy is to still provide technical assistance to businesses in the same four areas, however, IUEA provides a technical assistance voucher to the business owner who chooses from a list of 12 organizations. One of the 12 organizations is S.C.O.R.E. (Service Core of Retired Executives) with the Small Business Administration. The IUEA is also working with the Indianapolis Urban League to help market their program to small businesses located in the Enterprise Community.

Economic Opportunity

Indianapolis Private Industry Council's (IPIC) job training program assisted many Enterprise Community residents in 2001. They contracted with IUEA and Technical Training Services to provide job training to those in need. A large portion of the Enterprise Community grant (over \$1.2 million) went to IPIC for this program. It is anticipated that all funds for this activity will be expended in 2002.

Additionally, the Keystone Enterprise Park project is underway and will boost economic opportunities in the Martindale-Brightwood neighborhood. The Keystone Enterprise Park site is on 86 acres of blighted land and deteriorated structures. The completion of the park will increase needed employment opportunities and develop a climate for business in a disadvantaged community. This project began in 1995 by identifying a location within the Indianapolis Enterprise Community. To date, \$185,000 of the Enterprise Community grant has been invested in the Keystone Enterprise Park. It is estimated that more than \$33,000,000 will be leveraged to complete this project.

Sustainable Community Development

The Indianapolis Enterprise Community seeks to provide more homeownership opportunities and increased safety. 2001 was a year of transition. Originally, a loan pool was established for Community Development Corporations (CDC's) located in the Enterprise Community whose goal was to increase homeownership. Loan funds could be accessed for a specific purpose, which limited CDC's ability to utilize the funds. The governance board formed a sub-committee work through these issues. In 2001, the board voted to change the program guideline to allow more flexibility in how the funds could be used. In 2001, the original contract was amended to include the recommendations of the housing sub-committee. It is anticipated that more CDC's will utilize these loan funds in 2002 to develop affordable housing for homeownership.

Another project located in the Indianapolis Enterprise Community is Fall Creek Place. This project consists of rehabilitating and constructing 322 housing units. Fifty-one percent of the housing units will be available to homebuyers with incomes at or below 80% of the area median family income. The remaining housing units will be available to families of any income level. Upon completion, this neighborhood will provide a mix of retail/commercial, housing and green spaces all within walking distance of one another.

This project has been funded with Economic Development Initiative grant funds, Community Development Block Grant funds, HOME Investment Partnerships funds, Bond Notes, and local dollars. This project is currently ahead of schedule. Phases II and III are being combined to meet the demand. The City did not anticipate the explosive success, but all partners are working together to meet the high demand and to continue the success by completing the project ahead of schedule.

Other Considerations

Increasing board involvement still remains a challenge. The Enterprise Community Advisory Board meets quarterly with attendance being sparse. Several key organizations have either closed or had turnover in key positions. 2002 will be a year of learning and strategizing, as new people have joined the Board. The City identified a new contact for the board. This person will have more time to dedicate to the Enterprise Community and has been researching and educating Enterprise Community businesses about tax incentives that could be utilized. The focus for 2002 will be sustainability.

Neighborhood Revitalization Strategy Area

The City of Indianapolis, with HUD's approval, formed a Neighborhood Revitalization Strategy Area (NRSA) in 1996 and expanded that area in 1999 (see map in Appendix G). This area was chosen by selecting qualified census tracts that meet a defined set of criteria established by HUD. The purpose of this designation is to marshal resources to facilitate the City's ability to engage in comprehensive community revitalization. The table below contains goals and benchmarks set in 1999 to be accomplished within the NRSA.

Goal	Strategies	2001 Benchmarks	2001 Achievements
Preserve Homeownership	◆ Rehabilitate owner-occupied homes	170 units repaired	171 units
Increase Homeownership	◆ Acquire and rehabilitate units for sale ◆ Create new units for sale ◆ Provide direct homeownership assistance	22 units rehabilitated 11 units created 40 homebuyers assisted	14 units 12 units 44 homebuyers
Increase the supply of viable rental housing	◆ Rehabilitate multi-family rental housing ◆ Provide gap financing for low-income housing tax credit projects	105 rental units	253 units
Eliminate unsafe buildings and sites	◆ Improve, demolish and/or secure unsafe buildings	3,000 buildings addressed	1,819 buildings
Support capital and enterprise development	◆ Support economic development initiatives	75 jobs created	188 jobs
Aid supportive services activities	◆ Assist organizations providing senior, youth, employment and other supportive services	3,000 people served	3,038 people

COMMUNITY DEVELOPMENT BLOCK GRANT

Relationship of CDBG Funds to the Consolidated Plan

The City of Indianapolis' Consolidated Plan identifies two areas for directing the course of the City's activities: building strong neighborhoods and creating family self-sufficiency. Within these two areas, nine goals were established in the 2000-2004 Consolidated Plan. The following section highlights how the investment of 2001 CDBG funds relates to the goals identified in the Consolidated Plan.

Building Strong Neighborhoods

Goal: Preserve Homeownership

To preserve home ownership and build strong neighborhoods, the citizens of Indianapolis identified as a top priority, the strategy of rehabilitating owner occupied homes. The 2001 Annual Action Plan set forth the goal of rehabilitating 359 owner occupied units. The actual achievement was 403 units, 112% of the goal. The 2000 – 2004 Consolidated Plan sets forth the benchmark of having achieved 1,165 owner occupied rehabilitations by 2002. At the completion of 2001, the City has reached 74.2% of the three-year goal, the completion of 865 units. Additionally, the 5 Year Goal identifies that 2000 units be rehabilitated. With three years to reach the goal, the City has already accomplished 43% of the benchmark.

In 2001, the City participated in the Home Repair Collaborative for its third year. CDCs, utility companies and INHP participated in the collaborative to increase the overall number of repairs and leverage additional dollars. The collaborative is designed to have a seamless systematic approach to homeowner repair that allows the homeowners to receive additional services. The HRC leveraged \$159,539 of funding in the 2001 year, through its weatherization program and loan programs offered by the Indianapolis Neighborhood Housing Partnership.

Goal: Increase Homeownership:

CDBG and HOME funds were combined in 2001 to increase homeownership opportunities for low and moderate-income persons. \$35,000 of CDBG funds were expended to provide homeownership assistance through the Indianapolis Neighborhood Housing Partnership (INHP). Twelve families were able to achieve homeownership through this funding. Additionally, \$315,000 of HOME funds were provided to INHP to close 63 loans in 2001. These funds combined allowed 75 families to achieve their goal of homeownership. Increasing homeownership helps to stabilize and improve neighborhoods and encourage redevelopment.

Goal: Increase Supply of Rental Housing for 51-80% of MFI

To increase the supply of rental housing, the City utilizes both CDBG and HOME funds. The blending of grant funds allows the City to focus its resources in areas most appropriate for the community and in compliance with the federal regulations.

The Westside Indianapolis Development Corporation (WIDC) once again spearheaded an innovative rental rehabilitation project using CDBG funds. The organization utilizes CDBG funding to provide matching grants to landlords seeking to improve upon their rental properties. In its third year, the program suffered some setbacks. Many landlords were apprehensive to participate in the program due to the lead-based paint requirements. Despite this, WIDC expended \$14,400 dollars of funding on rental repairs. With the matching funds provided by the landlord, \$28,800 was invested in improving the exteriors and interiors of rental properties.

Goal: Eliminate Unsafe Buildings and Sites

The City of Indianapolis invested \$1,587,426 in the area of Unsafe Buildings. \$1,144,134 of this amount included CDBG funds and the remainder was leveraged from local tax dollars. This investment allowed the City to board 1,796 vacant and unsafe structures and demolish 271 buildings. Further, as part of the program, owners were required to board 498 structures and demolish 225. In total, 3,269 buildings were addressed in partnership with the City, Health and Hospital Corporation and owners. Although the benchmark for 2001 of 3,400 units was not reached, the City has met 74% of the five-year goal.

The elimination of unsafe buildings and sites is also the impetus for the City's Brownfields Program. Redeveloping environmentally unsound sites allows the City to identify and mitigate environmental barriers that impede neighborhood revitalization and economic growth of the City. In 2001, the City invested \$182,832 of CDBG funding to conduct five site assessments, remediate three parcels and removed underground storage tanks from one abandoned gas station site.

The City spent \$36,385 of CDBG funds to remove 870 cubic yards of contaminated soil from Progress House, a former vehicle repair and maintenance facility. A 56-bed halfway house for recovering alcoholics and drug addicts is being constructed on this 1.3-acre site and is scheduled for completion in 2002. In 2001, \$52,000 of CDBG funds were invested in the Bemis Bag Project. This funding was used to conduct further site assessment work on this 4.49-acre property. Once developed, the property will be home to Pleasant Springs Apartments, a 78 unit affordable housing development.

Several brownfields sites exist throughout the City's Federally designated Home Ownership Zone known as Fall Creek Place. The City spent \$9,798 to conduct environmental site assessments on two properties that will be developed for residential and commercial uses.

Goal: Support Capital and Enterprise Development

The major project designed to address the goal of supporting capital and enterprise development is the Keystone Enterprise Park Project. The Keystone Enterprise Park is a development that consists of the acquisition and clearance of 86 acres of land. The development of this park will improve the economy and business climate and is projected to create 600 new jobs in the area.

In 2001, the city expended \$2,029,970 of Section 108 loan funds and \$320,941 of CDBG funds, for a total investment of \$2,350,911. The City acquired 64 parcels of property, relocated 26 families, and demolished 34 units. In addition, the City conducted environmental site assessments on 78 acres of land.

The Southeast Neighborhood Development Corporation (SEND) used \$165,000 of CDBG and \$10,000 of private funds to acquire a vacant building located in their commercial redevelopment area. SEND plans to develop the 5,500 square foot building into two to four apartment units on the upper level and two commercial storefronts on the lower level. The building is currently on the market and rehabilitation will be complete by 2002.

Goal: Support Neighborhood Empowerment

The City of Indianapolis outlined the strategy of providing capacity building assistance to neighborhood organizations in the Consolidated Plan. In 2001, more than \$350,000 of CDBG funds were expended in this area. The Indianapolis Police Department (IPD) used funds to hold community day fairs and teach children about anti-crime initiatives. Each IPD district held special events that connected with the community and improved police-citizen relations. The Indianapolis Neighborhood Resource Center (INRC) also utilized CDBG funds to improve the capacity of neighborhood organizations. INRC conducted grant writing workshops, financial accounting and other training sessions designed to increase the capacity of all non-profit and neighborhood organizations.

WESCO, a neighborhood organization on the Westside of Marion County employed a Hispanic outreach coordinator in 2001. WESCO has had a rapidly growing population of Hispanic residents, and sought to find a way to reach out and bridge cultural gaps. The coordinator compiled bilingual newsletters and created a hub of communication for all residents of the Westside.

In 2001, the former Neighborhood Empowerment Initiative (NEI) began its evolution into Weed and Seed sites. Weed and Seed sites, designated by the Department of Justice, are federally funded sites designed to enhance community partnerships in their efforts to reduce crime, revitalize neighborhoods and offer safe havens for children. The metamorphosis of the NEIs into Weed and Seed sites was a natural progression in the evolution of these communities. Weed and Seed allows communities to have a streamlined approach to improving their neighborhoods and creating economic development. The eight umbrella associations used CDBG funds to participate in community events, coordinate neighborhood interests and spark economic development.

*Family Self-sufficiency***Goal: To aid Supportive Service Activities**

In 2001, \$1,625,095 of CDBG funds was spent on supportive service activities. With this funding, a total of 8,005 persons were served, including 2,370 youth. The City partnered with twelve other funding organizations including the Indianapolis Foundation and the Lilly Endowment, to provide grants to summer youth programs. Through this collaboration, \$1,523,842 was awarded to 126 organizations. The City's contribution included \$124,167 of CDBG funding to thirteen organizations.

CDBG funds also supported CICOA's employment program for seniors, with 127 seniors obtaining employment. Keys to Work, an employment and training provider specializing in hard to employ clients, placed 12 clients in high paying positions and achieved 83% retention. The Community Centers of Indianapolis (CCI), an umbrella organization of 13 social service centers, also placed 417 clients in jobs. CCI also provided senior services to 1,149 seniors in 2001. Senior services included wellness, social, nutritional and mental health activities five days a week, throughout the year.

Goal: To Support Special Needs Housing

The City utilized CDBG funds for several large-scale projects in the area of special housing needs. 2001 marked the completion of the Julian Center, a domestic violence shelter that can provide overnight or transitional housing, for up to 130 women and children. \$300,000 of CDBG funds was used in 2000 and 2001 to pay for soft cost expenditures on this important project. CDBG funds were also used to support Coburn Place. This 35-unit facility houses victims of domestic violence and their children. \$135,000 of CDBG funds allowed Coburn Place to serve 93 families in 2001.

The Horizon House, a day center for the homeless, was also constructed in 2001 and served 2,138 unduplicated persons since its grand opening in August. Horizon House received \$140,000 of CDBG and leveraged \$1.4 million of private funds to construct the 21,000 square foot facility.

The Children's Guardian Home also used \$400,000 of CDBG funds to leverage \$5.8 million in private funding. The Guardian Home which houses abused and neglected children had 2,457 admissions in 2001 alone. The project completely renovated the facility, and added 35,000 square feet.

Goal: To increase the Supply of Rental Housing for the 0-50% of MFI

To increase the supply of rental housing, the City targets both CDBG and HOME funds. In 2001, \$350,000 of CDBG funds was invested in Mazingo Place on the near eastside, to rehabilitate ten units for low income and special needs renters. 100% of the twenty-two units in this facility are designated for persons at 0-30% of MFI. Additionally, the project includes two HOPWA assisted units and ten Shelter Plus Care units. In 2001, the project also

received \$350,000 of HOME funding and \$100,000 of HOPWA funding. The project is scheduled for completion in spring of 2002 and will also include 7,350 square feet of commercial space.

Addressing the Uniform Relocation Act

The City of Indianapolis, while pursuing the Keystone Enterprise Park Project and the Fall Creek Place Project, acquired property and subsequently relocated persons in the respective areas. Two city relocation specialists are assigned to ensure that relocated persons are moved to safe, sanitary and affordable housing. The depth of each project has necessitated the creation of Relocation Plans. Attached in Appendix F are the Relocation Plans for both projects.

HOME INVESTMENT PARTNERSHIP PROGRAM

The 2000-2004 Consolidated Plan identified three housing priorities for the City of Indianapolis. The three priorities are Preservation of Homeownership, Increased Affordable Homeownership, and Increased Supply of Affordable Rental Housing. In 2001, HOME funds were used to refinance mortgages for owner occupants at risk of losing their home, which preserved homeownership. Increased Homeownership was accomplished by constructing or rehabilitating affordable housing. Homebuyer subsidies also made housing more affordable and increased homeownership opportunities. Lastly, HOME funds were utilized to increase the availability and quality of affordable rental housing throughout the community.

The City allocated approximately \$3.9 million of HOME funds for construction or rehabilitation of affordable rental housing. These funds supported a number of projects that were completed in 2001 or are currently underway. The completed rental units consisted of five Low-Income Housing Tax Credit (LIHTC) projects. Martindale-Brightwood Infill-II, Southside Partners-II, Parkview Apartments, Davlan Apartments, and Edgewood Apartments were all completed in 2001. These five projects created a total of 313 new or rehabilitated affordable rental units. 109 HOME-assisted units were set-aside for area median incomes (AMI) at or below 80%. More specifically, 20 units were constructed for families at or below 30% AMI, 58 units at or below 40% AMI, 85 units at or below 50% AMI, 108 units at or below 60% AMI, and 42 units at or below 80% AMI. There are also several other affordable rental projects that are currently at different stages of the development process, such as Garden Arch Apartments, Sunrise Apartments, Walnut Ridge Apartments, Franklin School Apartments, and Stonegate Apartments. For example, Caravelle Commons will consist of 65 affordable units and scheduled to be finished in 2003. The City is working to provide more affordable units throughout Marion County that benefit families at or below 30% AMI.

Approximately \$2.4 million of HOME funds were provided to complete 138 homeownership opportunities in 2001. In addition, there are approximately 30 units that are planned or under construction and approximately 20 homebuyer subsidies that are scheduled for closings in 2002. A majority of the new construction or rehabilitation of units for homeownership was done by Community Development Corporations (CDC's). CDC's develop affordable housing as well as provide other services within their neighborhoods. Homebuyer subsidies are generally provided by the Indianapolis Neighborhood Housing Partnership (INHP). In 2001, 94 homebuyer subsidies were provided to families at or below 80% AMI with HOME funds. Recipients receiving subsidy from INHP were required to participate in INHP's Home Ownership Training (HOT) course, many of which were first time homebuyers.

The 2000-2004 Consolidated Plan states as part of its anti-poverty and homeless strategy that the needs of the homeless, and those at risk of becoming homeless, who are attempting to achieve economic independence and self-sufficiency may be served by providing additional affordable rental opportunities in various locations throughout Indianapolis. In 2001, the City of Indianapolis entered into an agreement with the Coalition for Homelessness Intervention and Prevention (CHIP) to provide \$500,000 for Tenant Based Rental Assistance (TBRA) to

families at or below 30% AMI. This program will provide rental assistance for a 12-month period to eligible applicants that participate in a self-sufficiency program. Households will be eligible to participate in the program for one additional year if they meet specific requirements at the time of re-certification. All rental units under the TBRA program must meet or exceed the Minimum Rehabilitation Standards and other applicable housing standards. This program is set up to assist 50 families on the verge of becoming homeless and meet the 30% or below requirements. The program will provide assistance for a period up to 2 years and should be fully implemented by the summer of 2002.

Affirmative Marketing

The HOME Investment Partnership Program (HOME) requires that Affirmative Marketing steps are taken by participating jurisdictions when using HOME funds for rental or homebuyer projects containing 5 or more HOME-assisted units. Affirmative marketing steps consist of actions to provide information and otherwise attract eligible persons in the housing market area to the available housing without regard to race, color, national origin, sex, religion, familial status, or disability.

Methods for informing the public, owners, and potential tenants about Federal fair housing laws and the participating jurisdiction's affirmative marketing policies consist of several activities. The use of the Equal Housing Opportunity logotype or slogan in press releases and solicitations, use of commercial media, use of community contacts, and display of fair housing poster in public areas of offices. In addition, affirmative marketing requires that applications be solicited from persons in the housing market area who are not likely to apply for the housing without special outreach. The use of community organizations, places of worship, employment centers, fair housing groups, or housing counseling agencies are recommended ways to reach these groups.

In 2001, Project Sponsors were given a copy of the Grant Management Policies and Procedures. The policies provide ways to meet the goals of affirmative marketing, as well as meeting the federal regulations required by HOME. The requirements were included in all HOME agreements and therefore contractually binding. There were 24 contracts in 2001 that fell within the affirmative marketing threshold that were distributed between 17 organizations. Of the 24 projects, 6 were completed during the calendar year. The remaining 18 projects are at different stages of the development process and were extended into 2002. Affirmative marketing will continue to be monitored on those projects extended into 2002. Documentation detailing actions taken to meet the requirements will be turned in at project completion.

The City of Indianapolis monitors all Projects Sponsors annually. One aspect of the monitoring visit is to determine if the Sponsor is in compliance with the affirmative marketing requirements. The City requests copies of housing advertisements or marketing material from Project Sponsor's that includes the equal housing opportunity logo or slogan. In addition, the City verifies that fair housing posters are displayed within a public place in the Sponsor's

office. The Project Sponsor is also required to provide a description of what is being done to affirmatively market HOME-assisted housing if the number of units exceed 5.

Minority Outreach

The City encourages a level of effort be made to utilize minority and women owned businesses. This minority outreach program ensures the inclusion, to the maximum extent possible, of minorities and women in all contracts entered into by the City in order to facilitate affordable housing activities. The following chart depicts the contract and subcontract amounts awarded to minority business enterprises (MBE) and women business enterprises (WBE) in 2001.

Type of Contract	Total Dollar Amount	Amount to MBE	Amount to WBE	Percent of Total to MBE/WBE
Contract	546,073	5,144	100,588	19%
Subcontract	6,826,890	111,770	142,024	4%

The Home Program's goal of improving the utilization of minority and women-owned businesses for purchases, consulting services, construction and economic development projects has been successful. However, the objective to make Indianapolis a city where all people have an equal opportunity to participate in business activities continues to be a focus. The Home Program promotes minority and women-owned business participation through the following activities:

- All HOME project agreements stipulate that project sponsors shall use its best efforts to use minority businesses as defined by and in compliance with the City-County General Ordinance No. 125.
- HOME project sponsors are referred to the Office of Equal Opportunity for lists of MBE/WBE firms for contact and recruitment.
- The City's Office of Equal Opportunity conducts outreach activities to ensure that minority and women-owned businesses are aware of the availability of funds.

The City is continuing to improve its efforts in regards to outreach to minority and women-owned businesses. The utilization of MBE/WBE was emphasized during the project sponsor training held in January 2002 and will be monitored closely during the project year. In addition, the City is implementing a new on line quarterly reporting system to be implemented in 2002. This new reporting system will enable our project sponsors to provide more accurate and timely reporting of minority outreach efforts.

HOME-assisted Rental Inspections and Re-certifications

The City of Indianapolis continued to implement and improve the process of conducting on-site inspections of completed rental units. During 2001, it was determined that units were dramatically improved over the inspections conducted in 2000.

Physical inspections were completed on 194 of 1,008 units, representing 19.2% of the total units. The City conducted the rental monitoring in a three-step process. Each completed project is required to submit rental re-certification paperwork on an annual basis. This paperwork is evaluated and information collected to report overall project success. The second and third step occurs on every one, two, or three years based on the total number of units in the development.

A major focus in 2001 was to follow up with unit inspections that consisted of significant findings or concerns that were inspected in 2000. One such project had 24 findings or concerns in 2000. The follow up inspection in 2001 found that all but 3 findings or concerns had been addressed. Overall, rental units inspected in 2001 were in considerably better condition than in the prior year. In all, there were approximately 45 properties visited in 2001 and at least 194 tenant files monitored. Affirmative marketing data was collected on all 1,008 units. As the HOME rental portfolio increases, the City continues to concentrate on improving the process of monitoring rental units. This will help in maintaining the quality and affordability of available units in the community. In 2002, the City of Indianapolis is looking at the possibility of contracting with an outside firm to handle the on-site rental inspections and follow-up inspections.

Following rental inspections and file monitoring, the City issued a report to the property manager and Project Sponsor describing the results of the inspection. The report indicated findings and concerns regarding the rental units and tenant files. This report also listed a deadline to bring the units or tenant files into compliance with the HOME requirements. A database was created in 2000 and continues to be updated with new and existing HOME projects. The database consists of project name, address, number of rental units, and program compliance fields. The database is used to assist the City in managing the long-term affordability requirements and compliance with the City of Indianapolis Property Standards.

EMERGENCY SHELTER GRANT

The Emergency Shelter Grant program supports the Family self-sufficiency goal identified in the Consolidated Plan found under support special housing needs. In 2001, the City received \$415,000 of ESG funds of which 5% (\$20,800) was maintained for administration. The remaining \$394,000 was distributed to fifteen shelters to assist in shelter operations, homelessness prevention services and a myriad of essential services.

The Salvation Army Day Center and Horizon House provided day services that allowed families and individuals to follow up on referrals, take showers, do their laundry, have a temporary address so that they could receive mail and meet with a case manager. The Julian Center and Quest for Excellence W.I.N.G.S program provided domestic violence counseling and shelter. Other services provided include job training, detoxification and drug and alcohol rehabilitation programs, and mental health services. The Homeless Initiative Program provided services to the growing Hispanic population of Indianapolis. ESG funds also provided bus tickets to shelters and missions for transportation that would enable our homeless neighbors to seek employment, housing and other resources that they otherwise would not be able to receive due to insufficient/no transportation.

ESG Match Report

Agency	Total Served	Grant Award	Match Amount	Match Source
CCI	202	\$ 46,162.00	\$ 255,598.45	Fema Grant
Children's Bureau	352	\$ 19,000.00		
City Administration		\$ 20,800.00	N/A	N/A
Dayspring	2,043	\$ 47,936.00	\$ 320,650.00	Fema Grant, private donations
Gennesaret Free Clinic	53	\$ 35,000.00	\$ 147,625.00	Gennesaret Free Clinic, St. Vincent Community Hospital, Clarian Health, State ESG, Methodist Hospital
HIP	146	\$ 26,936.00	\$ 1,076,810.00	Supportive Housing Grant, Clarian Hospital, Fundraising
Holy Family Shelter	981	\$ 34,936.34	\$ 371,204.00	Individual donations, United Way, St. Vincent Hospital, Crystal Dehaun Foundation
Horizon House	2,272	\$ 35,000.00	\$ 606,114.00	Supportive Housing Grant, State ESG, Americorps, United Way
Interfaith Hospitality	112	\$ 10,235.00		
Julian Center	485	\$ 35,000.00	\$ 4,288,227.16	United Way, Capital Campaign, Supportive Housing Grant
Metro Transit	27,215	\$ 27,215.00		
Mt. Olive	353	\$ 14,136.34		
Quest for Excellence: W.I.N.G.S.	441	\$ 19,500.00	\$ 73,583.00	State ESG, Indianapolis Foundation, St. Francis Hospital, donations, fundraising
Salvation Army: Day Center	35,382	\$ 40,000.00	\$ 249,700.00	
Salvation Army: Harbor Light	2,013	\$ 45,000.00	\$ 4,009.00	
Salvation Army: Social Services	1,756	\$ 45,001.00	\$ 666,288.00	State ESG, donations, United Way, Fees
	73,806	\$ 501,857.68	\$ 8,059,808.61	

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

In 2001, the City received \$654,000 in Housing Opportunities for Persons With AIDS (HOPWA) funds to serve the housing and housing related needs of persons with HIV/AIDS and their families. The primary project sponsor for City HOPWA funds in 2001 was the Damien Center, which coordinated services and activities for persons in Marion County and eight contiguous counties in central Indiana. In an effort to broaden the base of effectiveness of the City's HOPWA funds, and to better reach under-served populations, the City also continued to provide funding to the Salvation Army Harbor Light program, and began a new funding relationship with the Indianapolis Urban League and Partners in Housing Development Corporation in 2001 for HOPWA activities.

The Damien Center

The Damien Center provided Emergency Assistance, Housing Information, Project Based Rental Assistance, Resource Identification, Supportive Services, Technical Assistance, and Project and Tenant Based Rental Assistance to 794 HIV/AIDS clients and their families. During 2001, the Housing Assistance Program of the Damien Center continued to vary to meet the ever-changing needs of their clients. Several new classes were created and offered to all program participants, including Stress Management, Budgeting, and "Pre-Home Ownership". The Damien Center reports that HIV/AIDS trends in the population that they serve are following the national trend of growth in persons under the age of 25 and those over 55. Younger people coming in for assistance are generally in need of housing options and resources, older clients tend to need more self-help assistance. Because of this trend, classes for 2002 will reflect an emphasis on self-preservation and basic housing needs. An increased number of minority and female clients were seen in 2001 (58% of clients were minority, and 19% were female). As a result of this, the Damien Center reports that there is a greater demand for "Family-friendly" and geographically diverse housing options. During 2001, more rental options were sought outside of Center Township; this is due also in part to a sharp rise in rental rates in Center Township. The growing demand for renovated housing in Center Township is driving up base rents, and is forcing lower-income persons to look for housing elsewhere. This rise in rental prices has also caused a slight drop in the total number of Damien Center clients that receive Tenant-Based Rental Assistance, since a small number of clients are in need of a larger amount of money.

Other HOPWA programs

The Salvation Army Harbor Light continued to work with primarily African American clients who were at risk of becoming infected with HIV/AIDS. The agency provided a community-based treatment program for chronically addicted persons who are at risk because of intravenous drug use. Through their Teaching, Listening and Communicating (TLC) program, the agency provided residential treatment, outpatient substance abuse counseling and drug screening. HIV/AIDS prevention education and short-term transitional housing in a dormitory, private room or semi-private apartment were also provided for a maximum of 10 clients. Outreach programs are also offered in two sites: Mozel Sanders Homes and the Career Corner which supports clientele who are primarily African American/Black, Hispanic

and European cultures. Salvation Army Harbor Light is State Certified and is accredited through Commission on Accreditation for Rehabilitation Facilities, an international accrediting agency for behavioral health, for a full continuum of care treatment of substance abuse. Collaborating agencies include Career Corner, Indianapolis Urban League, Moxel Sanders Homes, Division of Family and Children, Second Helpings, Ruth Lilly Social Service Center, Community Centers and others.

The Indianapolis Urban League became a HOPWA service provider for the first time in 2001. Through their efforts in the HIV/AIDS effected African American community, they were able to assist 52 clients with their Positive Directions Rental/Mortgage Assistance Program. In their first year providing City HOPWA services, their primary focus was locating clients that were in unsafe or unstable housing conditions and moving them into a more positive, stable, and safe housing environment.

In an effort to increase the types of services available to HIV/AIDS clients in the city, HOPWA funds were provided to Partners in Housing as part of their Mazingo Place housing development. Partners in Housing has acquired and is in the process of renovating a structure on the city's near east side for mixed use housing and local economic development. By using HOPWA funds for part of the rehabilitation work on their building, Partners in Housing will set aside two units specifically for HIV/AIDS client residence. There is a small but consistent need for permanent housing options for HIV/AIDS survivors, and it is hoped that the Mazingo Place program can begin to address some of that need.

Barriers

Affordable, accessible and safe housing options for HIV/AIDS clients is still a major concern, as well as maintaining the individual independence of those persons who have already established a household.

One major barrier in 2001 was the rising rental rates in Center Township. The rise in rental rates is due, in part, to the growing popularity of individuals wanting to live in downtown Indianapolis. Many landlords took advantage of the housing shortage by increasing rents beyond the reach of many of the HIV/AIDS clients. This has caused The Damien Center to look outside of Marion County for affordable and safe housing for their clients. The Damien Center has positive working relationships with several landlords in Marion County and they are continuing to recruit more landlords everyday.

A vast array of housing options has been offered due to the City recruiting more HOPWA providers. Tenant based rental assistance has been given to 694 HIV/AIDS positive clients. Many individuals have had the opportunity to transition and adapt to the changes of income expenditures, and medical stability that is often encountered with a positive diagnosis.

Individuals who are HIV positive or at-risk frequently face many barriers to a healthier lifestyle. Daily Living Skills Seminars, which emphasize managing stress, proper health care, basic housekeeping, budgeting, and employment are offered at The Damien Center for any

clients. Outreach programs also offer a continuum of related services that address these problems through community education, assisting in identifying HIV status, assistance in dealing and finding resources to deal with an HIV positive status. The Salvation Army TLC program assists individuals by providing HIV testing, HIV/AIDS information referrals for substance abuse treatment, assessments for at-risk individuals, residential accredited substance treatment and Care Coordination services.

Outreach services have been expanded to services the two drop-in centers, Horizon House and Salvation Army Day Center, for the homeless. A Spanish speaking outreach and case manager were hired in order to assist the Hispanic population of Indianapolis.

With a more diversified network of providers receiving HOPWA funds, a larger number of HIV/AIDS positive clients were able to be served in 2001. This enabled more individuals to receive or stay in their homes, provided the counseling that they needed and touch the Hispanic population that was hard to reach due to the language barrier.

Administrative Oversight

Through its Consolidated Planning process, the City continues to use Requests for Proposals (RFP) to solicit applicants to address the housing needs of HIV/AIDS persons and their families. Developing collaborative partners and identifying additional housing options and support services is still a high priority with the City.

The Human Services Team consists of the Grant Manager and Grant Analyst. Together they share in the responsibility of the oversight for the HOPWA programs. On a daily basis they discuss the projects and address any concerns that there might be. All HOPWA programs are monitored once a year to ensure the Federal and City regulations are being followed. The Grant Manager and Analyst conduct the monitoring visits and review Quarterly Reports. If a project sponsor is struggling or needs any type of technical assistance, then one of the two will assist the project sponsor. The Grant Analyst tracks and analyzes the spending patterns to ensure that the project sponsor is spending their money at a rate that will allow them enough funds to last the entire grant year. A project sponsor training is held in January of each year to discuss the responsibility of the project sponsor in regards to grant funds. This will help the project sponsor to better understand their contractual obligations.

Name of HOPWA Grantee: City of Indianapolis

Report covers period: 01/03/2001 to 12/31/2001

Performance Chart 1— Actual Performance. Types of Housing Units Dedicated to Persons with HIV/AIDS which were Supported during the Operating Year.

Type of Units:	Number of units with HOPWA funds	Amount of HOPWA funds	Number of units with Grantee and other funds	Amount of Grantee and other funds	Deduction for units reported in more than one column	Total by type of unit
1. Rental Assistance	642	\$274,503	0	0	0	\$274,503
2. Short term or emergency housing payments	486	\$110,167	0	0	0	\$110,167
3-a. Units in facilities supported with operating costs	0	0	0	0	0	0
3-b Units in facilities that were developed with capital costs and opened and served clients.	0	0	0	0	0	0
3-c Units in facilities that were being developed with capital costs but not yet opened	0	0	0	0	0	0
Subtotal	1,128	\$384,670	0	0	0	\$384,670
Deduction for units counted in more than one category	0	0	0	0	0	0
Total	1,128	\$384,670	0	0	0	\$384,670

Name of HOPWA Grantee: City of IndianapolisReport covers period: 01/03/2001 to 12/31/2001

Performance Chart 2—Comparison to Planned Actions, as approved in the Action Plan/Consolidated Plan for this Operating Year (Estimated Number of Units)

Type of Units:	Estimated Number of Units by type in the approved Consolidated Plan/Action Plan for this operating year	Comment, on comparison with actual accomplishments (or attach)
1. Rental Assistance	0	1,128 rental units provided emergency housing .
2. Short term or emergency housing payments	0	\$110,167 was expended for emergency housing.
3-a. Units in facilities supported with operating costs	0	
3-b Units in facilities that were developed with capital costs and opened and served clients.	0	0
3-c Units in facilities that were being developed with capital costs but not yet opened	0	0
Subtotal	0	1,128
Deduction for units counted in more than one category	0	0
Total	0	1,128

SELF EVALUATION

One of the most valuable tools that the CAPER provides is the opportunity to look at the City's Grants Management activities as a total unit, and then to assess any opportunities for improvement over the next year.

The City was extremely successful in achieving many of its goals set out in the 2001 Annual Action Plan, and in addressing some short falls from the 2000 CAPER. However, there were areas where the City needs to focus its efforts and attention to better act as an administrative body and as a partner in projects that it is undertaking with its federal dollars. The following section discusses areas where improvement or success was achieved, and one area where an opportunity for improvement exists.

Weed and Seed and NEI Combination

In 2001, the City made a decision to combine the Weed and Seed Program, and the Neighborhood Empowerment Initiative (NEI) program. Both of these programs were designed to help empower the city's most at-risk neighborhoods. A review of the efforts of these two programs at the beginning of 2001 showed that the two programs were redundant in many ways, and the combination of the two will increase the effectiveness and efficiency of the City's efforts to help these neighborhoods help themselves.

Low-Income Rental Housing

The 2000 CAPER reports that the City fell very short of its goal of getting new low-income rental units constructed, but there was hope that more would be produced in 2001. In 2001, the City more than made up for the previous year's shortfall by bringing 313 new low-income rental properties on line. The primary reason for this is that many of the pre-construction and soft cost work was accomplished in 2000, paving the way for construction and closing in 2001. The City expects that 2002 will see even more units being finished as there is a tremendous number of new low-income rental properties currently under way.

Rental Re-certifications and Continuum of Care Unit Inspections

While the City did inspect an adequate number of units in 2001, a lack of City staff manpower made the completion of many inspections and much of the attendant paperwork very difficult. For 2002, the City plans to contract out with a private firm that is well-versed in the issues surrounding the HOME program rental inspections and re-certifications, and it is expected that this shall do away with this problem. Along these same lines, the City became aware in 2002 of the need for all units that receive SHP funding to be inspected using HQS guidelines and for projects receiving Shelter plus Care funding to be inspected using the HOME program guidelines. None of these programs were inspected prior to 2002. It is expected that the same private firm that will contract for the City's HOME rental re-certifications will also inspect the SHP and Shelter plus Care projects as well.

Conclusion

The City's efforts to continually improve its ability to maximize the benefit it is able to provide with its federal funding continue to increase. By focusing on the constant evaluation of its programs and processes during the year 2002, City staff will be better able to provide a wide array of services, and meet the goals set out in the Five Year Consolidated Plan, and the 2002 Annual Action Plan.